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DIR- C767

DD/S&T #1744-68

7 MAY 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Assessment of Midcareer Executive Development Course

REFERENCE : Memo fr D/OTR, dtd 20 Mar 68, same subj

1. The position of this Directorate concerning the Midcareer Executive Development Course is keyed to the items of paragraph 2 of reference.

a. Selection Criteria: This Directorate has had difficulty in selecting personnel to attend the Midcareer Executive Development Course who fit precisely the established criteria. It is our desire to send our best management and executive oriented officers, as well as those for whom the course would fill a vital gap in their knowledge and understanding of the Agency. We consider that certain officers up to grade GS-15 and GS-16 could gain a great deal from the course and make a valuable contribution as well. We might well consider officers under 30 years of age for enrollment. In other words, we feel our needs would be best served by having a relatively free hand in selecting officers insofar as age and grades above GS-12 are concerned. Normally three years would be considered as a minimum period of time with the Agency before nomination. We would hope that job responsibility and functional need-to-know are governing criteria rather than somewhat arbitrary stages of one's career. We have found promotability a useful tool in making meaningful selections, but it is not used as a sine qua non.

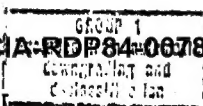
The substantive content of the Midcareer Executive Development Course continues to be of singular value for DD/S&T officers in terms of their executive development. The course does provide them with the opportunity to gain a fuller understanding of the Agency and of the intelligence community and to better appreciate their role or place in the total scheme of things.

b. Frequency. Considering the heavy investment of time on the part of senior officers (and the value and prestige of the course can only be maintained if senior Agency officers take part in the course), it might be better to return to three courses per year. We consider our minimum requirement 12 people per year and would therefore wish to raise our quota from three to four per course.

c. Content and Duration. The opinions of those who have taken the course indicate that the content well serves the purposes for which the course was designed. From time to time one hears comment that six

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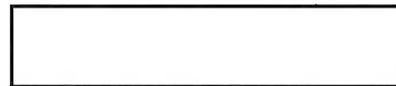
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weeks is a long period to be away from the desk, but we have not found a consensus as to what could be eliminated.

It is felt the Advanced Planning and Management Course is a good one and if the Midcareer Executive Development Course is to be oriented toward management and executive decision, the APMC might well be included. On the other hand, that course plus the Managerial Grid might be a little heavy for the six week period. Whether or not the course should be extended to seven weeks is a matter that might be determined only after a couple of trial runs. It should also be kept in mind that the APMC is run independently several times during the year and if it should be necessary to sacrifice other substantive parts of the Midcareer Course to limit the course to six weeks, it might be best to have students enroll in the APMC separately.

2. The orientation of the course should be directed toward executive development without consideration toward a chronological or grade point at which an officer stands in his career. It is therefore suggested that the term "Midcareer" be dropped from the title and it be renamed "Executive Development Course." There is no question that this Directorate fully endorses a high quality Executive Development Course and feels that it provides an invaluable tool for potential executives to get to know their Agency better and in greater depth than is otherwise possible.



Carl E. Duckett
Deputy Director
for
Science and Technology

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